

October 29, 2022

The HR Department  
Karachi Mobility Project  
Sindh Mass Transit Authority (SMTA)  
Transport & Mass Transit Department  
Government of Sindh

**Subject: Application for the post of “Social Development Specialist”**

Dear Sir/Madam,

Please refer to the job advertisement published in daily DAWN, 23rd October 2022, about the position of “Social Development Specialist”, I would like to apply for this very challenging assignment. I have worked on the same nature of assignments with the Public Private Partnership Program, Government of Sindh, United Nations Development Program (UNDP), Aga Khan Development Network (AKDN), Plan International, Rural Support Programs (SRSO) & Local Government Department, Government of Sindh. I have 20 plus years’ experience of development of Social Inclusion Policies, HR policies & General Management and Operations of Organizations. I have developed social inclusion policies for UNDP, SRSO, AKDN, Plan & Public Private Partnership, Govt of Sindh during my job assignments. I have worked with International & National organizations on Field Operations & Management positions.

I have developed HR policies/Manual of Operations, social inclusion policies/program interventions for different civil society organizations and donors. I am currently working on a freelance consultancy assignment about the Development of Policy Papers on Health & Wellbeing (Goal3), Quality Education (Goal4), Gender (Goal5) & other Sustainable Development Goals (SDGs). I am also designing & facilitation training on Localization, Mainstreaming, and Monitoring & Reporting of SDGs in 30 Districts of Sindh. I have developed manuals of Climate Change Adaptation, Climate Smart Agriculture & Sustainable Development Goals (In all manuals labor rights/issues are key subjects as mentioned in SDGs). I have worked with UNDP during flood emergency, relief response and rehabilitation of communities during floods 2010/2011. I was Head of FACER Flood Response project Sindh which was co-supported by USAID, DFID & GIZ alongwith UNDP.

I have 15 plus years’ experience of Social Inclusion, Climate Change, Gender Mainstreaming, development of policy & planning, SDGs/MDGs Localization Trainings, Research, Proposal Writing, Designing & Implementation of Program Activities, Design of Manuals & Training, Community Based Action Research, Rapid Surveys, Monitoring & Evaluation, Project Management, Social Inclusion, Donors Relations, Program Management & Facilitation of Workshops. I have conducted FGDs/Interviews of Government Line Departments at Provincial level & Civil Society Organizations about the Issues-Responses & Gaps in localization of SDGs.

I have closely worked with the Government of Sindh (Health Department, Provincial Disaster Management Authority, Local Government Department, Education department, Population Welfare Department, Rural Development, Women Development & other departments), Govt of KP & Punjab during UNDP-Governance assignments. I have also worked on freelance assignments with the Palladium International, USAID, UNICEF (WASH Plus Nutrition), EU (PINS1 assignment about Nutrition) & ZABIST University & other organizations. I have developed funding/resource mobilization proposals for SZABIST-ZABTech & successfully got funding from the EU for SUCCESS (Vocational Training Projects). Gender Mainstreaming (Policy Development & Training of communities) remained part of my job assignment.

I have developed training manuals on social inclusion, Monitoring & Evaluation log frame of AKDN institution (Aga Khan Economic & Planning Board, Pakistan). I was the leader of a team which conducted the Social Audit of Public Service Delivery in Sindh, Pakistan (UNDP assignment). UNDP/DFID trained Social Audit teams all around Pakistan.

I have very good relationships with the Government of Sindh, donors & Civil Society Organizations. I have excellent knowledge of institutional development, SDGs, CSR portfolio development and implementation, curriculum development about municipal services, 18th amendment, community's formation and capacity building, project management and donor's relationship.

I have written research based articles on MDGs/SDGs-Issues & Responses, Gender Issues, Reproductive Health, Nutrition, WASH, Education, Social Safety Issues, climate change issues, disaster management, socio-economic & poverty related development issues & Public Private Partnership. My research articles have been published in IDS-University of Sussex journal, Wilberforce Institute, University of Hull, London, AIT-Asia and other universities.

I think that due to my vast experience of same nature of assignments, I am a suitable candidate for this very challenging assignment.

Please have a look at my attached resume.

I hope for your positive response.

With best regards,

**Aijaz Ali Khuwaja**  
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**Karachi Sindh Pakistan.**  
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**aakhuwaja1\_ali**  
**(Google Aijaz Ali Khuwaja for research articles/books)**

# AIJAZ ALI KHUWAJA

303, Al-Zahara Pride Apartment, Supariwala Street, Garden East, Karachi Sindh, Pakistan

◆ Cell # 00923343038974 ◆ Email: [aakhuwaja1@gmail.com](mailto:aakhuwaja1@gmail.com)

## Professional Summary

I am a senior Social Development expert with over 20 years professional experience working across a range of sectors like General Management & Field Operations of Organization, Development of HR/Manual of Operations, Social Inclusion, Global Goals (SDGs), Climate Change Adaptation, Gender Mainstreaming, Local Governance, Public Private Partnership, Public Health, Health Financing, Immunization, Resource Mobilization & Management, Natural Resources Management, Social Media Relations & Communication, Donors Relations, Social Safety, Social Inclusion, Social Audit (I facilitated Social Audit of Public Service Delivery by UNDP), MDG/SDG Trainings, Health Audit & Reporting, Disaster Mitigation & Management, Project Management, Health Education, WASH plus Nutrition, Vocational Training, Local Governance & Institutional Development. My field of experience also builds on strong research and policy development skills and spans across urban and rural poverty, immunization issues, nutrition and wash sensitive, disaster mitigation and management, humanitarian response, post-conflict recovery, climate adaptation, climate smart agriculture and resilience work. I have designed Social Inclusion, Sustainable Development Goals, Climate Change, Climate Smart Agriculture, Corporate Social Responsibility & Public Private Partnership policies for UNDP, EU, WFF, Plan International, RSPs (SRSO), Local Government & AKDN during my diverse job and freelance consultancy assignments. I have developed manuals, designed and facilitated trainings on Climate Change Adaptation, Climate Smart Agriculture, Localization of Sustainable Development Goals & worked as Facilitator for the United Nations Maternal & Child Stunting Reduction Program- Pakistan's Approach to Total Sanitation (PATS) Plus Programme. I have facilitated COVID19 related activities/trainings in Sindh in collaboration with the Health Department, Govt of Sindh under a Public Private Partnership Program.

My assignments with national and international organizations (INGOs) were largely collaborative and using multidisciplinary quantitative and qualitative methods, as often as possible participatory. I applied the results of analytical work by leading program and policy development efforts directly as well as through training, and technical assistance to craft community-led decision making in development initiatives, rural and urban poverty reduction policies, as well as social & public health protection mechanisms.

**I have worked on senior management and field operations positions with the Aga Khan University, Aga Khan Development Network, UNDP Pakistan, Rural Support Programs, Sindh, Plan International, The Change Consulting Services & Public Private Partnership program of Govt of Sindh. I am a member of SDG-WASH Tracking Group in Sindh. I have supported/facilitated Accelerated Action Plan (AAP) for Scaling up of Water, Nutrition & Sanitation Program/Policies for Sindh. I have worked as freelance consultant for UNDP-SDG Unit, LCAS-EU Project, Palladium International (FP Consultancy), USAID, SZABIST-ZABTech, PINS-EU, UNICEF, CPDI, ActionAid & Local Govt Department, Govt of Sindh.**

I hold a Bachelor/Masters degree in Engineering & Social Sciences/Arts. I am author of three books (Realizing Change, Social Entrepreneurship in Sindh & Population, Poverty & Politics). These books are collection of my research papers & published articles about WASH, Nutrition, Public Health, Health Financing, Poverty and related social safety subjects. My books were launched by the Pakistan Poverty Alleviation Fund (PPAF/WB supported) & SZABIST University. I am regularly contributing for different research journals and have presented my research papers about CSR, Nutrition, health, education, institutional development and other development policy issues at IDS-University of Sussex, London, Wilberforce Institute, University of Hull London, AIT CSR Asia @ Thailand, Microfinance Institute @ Dubai & Turkey.

### Qualification:

| Institution  | Degrees and Diplomas  |
|--|---|
| University of Sindh, 1985  | BA (Sociology)  |
| Sindh Agriculture University, 1991                                 | B.E (Engineering)   |
| Asian Institute of Technology Thailand, 2022 (6 Modules completed) | MS (Corporate Social Responsibility) (6 modules cleared) 2022 |

**Date of Birth:** 1<sup>st</sup> May, 1965

## **Professional Certified Courses/Diploma/National/International Short Courses:**

- General Management of Organization (UNDP)
- **Disaster Mitigation & Management (UNDP)**
- Gender Mainstreaming (UNDP)
- Social Media Relations (DTCE)
- **Financial Inclusion Policies (UNDP)**
- **Climate Change/Natural Resources (UNDP)**
- **Resource Management/Mobilization (UNDP)**
- Community Mobilisation (COVID19-Health Dept)
- Project Management (UNDP)
- **Sustainable Development Goals (Certified Trainer by UN75 & UN-London Forum)**
- Public Private Partnership (UNDP)
- **Health Audit (CHS-AKU)**
- **Social Audit of Public Health Delivery**
- COVID19 Vaccine Mobilization (Immunization Response)
- Social Audit (UNDP)
- Emergency Response/Disaster Management (UNICEF)
- Microfinance Management (Alhuda Cibe-Akhuwat)
- Procurement Rules (PCOM-UNDP)
- Actionable Research, Pakistan Approach to Total Sanitation (PATS) Plus Program (UNICEF)
- Team Management (UNDP-DTCE)
- Log framework Development (DTCE)
- Leadership & Management Skills (INTEK Dubai)
- CSR Community Investment & Impact (AIT Thailand)
- **Livelihood Management (UNDP)**
- Sustainable Development Goals & CSR Portfolio (Plan Intl)
- Sustainable Development Goals (Certified Trainer by UN75)
- Reproductive Health (SPHP-PEI)
- **Gender Based Violence-Issues & Responses (DTCE-UNDP)**
- Institutional Strengthening (UNDP)
- Millennium Development Goals (UNDP)
- WASH Plus Nutrition (PLAN/UNICEF)
- Community Formation & Capacity Building (SRSO-RSP)
- School Nutrition Management (PEI)
- Child Labor-Issues & Responses (ISRD-UNICEF)
- Protection of Rights of Disaster Affected Communities (UNDP-EU)
- Governance & Decision Making (UNDP)
- Project Proposal Development (NGORC-AKF)
- Project Cycle Management (IUCN-UNDP)
- **Health Financing (CHS-Aga Khan University)**
- Accountability through Participation-Developing Workable Models (IDS-University of Sussex, London)
- Slavery Issues & Responses (Wilberforce Institute, University of Hull, London)

### **Language skills: (1 - excellent; 5 - basic)**

| <b>Language</b> | <b>Reading</b> | <b>Speaking</b> | <b>Writing</b> |
|-----------------|----------------|-----------------|----------------|
| Sindhi          | 1              | 1               | 1              |
| English         | 1              | 1               | 1              |
| Urdu            | 1              | 1               | 1              |
| Balochi         | 3              | 2               | 3              |
| Punjabi         | 3              | 2               | 4              |

### **Membership of Professional bodies/Associations / Societies:**

- Member Health & Nutrition Steering Committee, Government of Sindh
- Member Advisory Committee Public Private Partnership, Health Dept, Govt of Sindh
- Member Water & Sanitation Steering Committee, Local Government, Government of Sindh
- Member Climate Change Adaptation Committee
- Member Sustainable Development Goals Tracking Committee, UNICEF & GoS
- Member FP2020 Committee PWD Sindh
- **Member/Co-Chair, SDG London Forum (SDG Certified Trainer of UN75 & UN London Forum)**
- Member International Microfinance Management
- Founder Sindh Social Scientists Forum (SSSF)
- Member Aga Khan Development Network
- **Member Gender Mainstreaming (CHS-AKU)**
- Member Youth Development Sindh
- Member Corporate Social Responsibility, Asia
- Member Global Eco-Village Network
- Member Sindh Graduates Association
- Director The Change Organization

### **Research/National/International Publications:**

- Conducted research about “Tax, Privatization & the Right to Education/Social Inclusion” (A four country joint research). Research was supported by the ActionAid, Pakistan (Review has been published in Research Journal of ACTIONAID & The News). I was lead consultant from Pakistan.
- Completed evaluation of documentation/M&E processes of Nutrition Program, Govt of Sindh under PINS-1-EU
- Conducted Research about Microfinance-Issues & Responses in Sindh & presented at different International Microfinance Conferences held at Dubai, Thailand, Malaysia, Istanbul-Turkey, London & Pakistan (Most of the study related to RSPs/SRSO work in Sindh)
- Facilitated Accelerated Action Plan (AAP-2016-2026) under Local Govt & P&D department, GoS
- Developed PC-1 & facilitated Saaf Suthro Sindh Program (Water & Sanitation) under Local Govt department, GoS & Plan International
- Conducted Social Audit of Public Service Delivery (2009-2011) in Sindh (UNDP Projects Assignment)
- Conducted research & developed logframe about “Involvement of Private Sector in Family Planning”, research was supported by Palladium International & Population Welfare Department, Govt of Sindh.
- My research papers about Education issues, WASH plus Nutrition, Public Private Partnership, Corporate Social Responsibility, Microfinance and others have been published in national/international journals, newspapers, magazines and websites.
- Presented my research about “Accountability through Participation” at Institute of Development Studies, University of Sussex, London. Research has been published in Research Journal of the Institute of Development Studies, University of Sussex, London
- **My research paper about Polio & Community Participation, published in International Polio Network**
- My research about Slavery, Issues & Responses, published in journal of Wilberforce Institute of Emancipation, University of Hull, London.
- Conducted research about “Social Safety/Corporate Social Responsibility”
- Conducted research & developed logframe/policies about “Public Private Partnership”

### **Computer Skills:**

MS Office, Internet, PM Software

## **Current Freelance Assignments:**

### **International/National Freelance Consultancy Assignments (January-Todate)**

- “SDGs driven ADP Planning & Design exercises with Government of Sindh Departments” under Mainstreaming, Acceleration & Policy Support for SDGs in Sindh of Development & Policy Unit, UNDP.
- Designing (Manuals) & Facilitation of Training on Climate Change Adaptation, Climate Smart Agriculture & Disaster Mitigation & Management (TRDP-WHH/WFF Germany funded assignment)
- Facilitation of Localization, Mainstreaming, Monitoring & Reporting of Sustainable Development Goals (SDGs) training workshops in Sindh. Local Councils Association Sindh, LEAD for SDGs, United Cities & EU is supporting initiative (LCAS-EU funded assignment)
- Worked on development of Policy Papers on SDG Goal3 (Health & Wellbeing), SDG Goal4 (Universal Education) & Gender Equality (Goal5) for LEAD for SDGs program of EU (LCAS-EU funded assignments)
- Facilitation Online Workshops/Trainings about Sustainable Development Goals (SDGs) supported by UN75 & Zulu Organization, London. I am a certified trainer of SDGs in Pakistan (UN75 & Zulu Forum, London)
- Consultant Water & Sanitation projects (Donors & INGOs)

## **Professional Experience**

### **Provincial Coordinator**

**March 2018- December 2021**

### **Public Private Partnership (Sindh Peoples Health Program/PEI & Health Dept, GoS)**

#### *Major Responsibilities:*

- **General Management & Field Operations of Organization/Public Private Partnership Initiatives**
- **HR Policies Development & Capacity Building**
- Management of Sindh Peoples Health Program (Reproductive Health, Livelihood, Nutrition in Schools Program (2400 schools in Sindh), Health Systems Strengthening, Procurement, Training, Immunization, Hospital Management, Health Data Analysis & Management & Health Education, Social Safety Net)
- **Design & Development of Social Inclusion Policies for schools in Sindh**
- Development of Technical Documents/PC1 for Public Private Partnership Unit
- Management of Natural Resources with CSOs in Sindh
- Development & Implementation of Social Media & Communication Strategy
- Research & Policy Development of Public Private Partnership (PPP)
- Audit of Health facilities
- Development of Social Safety Nets/Frameworks
- **Gender Mainstreaming (Manual designing & training of Govt staff & CSOs)**
- Report writing for Donors
- Management of Public Private Partnership Resources/Funds
- Initiate Public Private Partnership & Public Health Management activities in Sindh
- Project Management
- Coordination with Government & donors/stakeholders in PPP
- Facilitate Steering Committee meetings about SDGs/PPP & WASH Plus Nutrition & report writing
- Monitoring & Evaluation of Public Private Partnership Activities in Sindh
- Design & Development of Research Tools/Manuals (Health/Hygiene & Education)
- Research/Develop & Design training material on COVID19
- Linkages development with Health Dept/GoS, Donors & NGO
- Resource Mobilization for Hospital Management & new initiatives in Public Health
- Facilitate Sustainable Development Goals (Health/Education) /Policies & Reports
- Provision of PPIs/PPEs (COVID19) to GoS & other stakeholders
- To work on Hospital Systems Strengthening & Child Health Education components (ECD)
- Monitoring, Evaluation & Report writing of project activities
- Research about FP & Community Health

**Key Responsibilities**

- **General Management & Field Operations of Organization in Sindh**
  - **HR Policies Development & Capacity Building**
  - Facilitation of Public Private Partnership Initiatives With Govt of Sindh (Health, Local Govt & Population Welfare)
  - Looking after donors relations and fund management
  - Facilitation of framing Policies/Issues & Responses about Climate Change adaptation/Disaster Management
  - Formation of Nutrition related policies/programs for implementation in Sindh
  - Development of Social Inclusion/Social Audit Policies/Net Systems
  - Development & Implementation of Social Media & Communication Strategy/Policies
  - **Gender Equilibrium (Equality in WASH related projects)**
  - Training of communities on Disaster Management/Natural Resources
  - Facilitation of Accelerated Action Plan, AAP-Govt of Sindh (2016-2026)
  - Project Management
  - **Natural Resources Management/Capacity Building of CSOs & Government line departments**
  - Mobilization for Immunization of Children
  - Resource Mobilization & Fund Management for WASH Initiatives
  - WASH Plus Nutrition in Schools, Sindh (Education Department, GoS & Communities)
  - Formation of Village Committees for Health & Education & Capacity building/Implementation of social inclusion
  - Facilitation of workshops about Sustainable Development Goals (SDGs) about WASH Plus Nutrition
  - Facilitation/Policy Framework Development/SDG meetings/workshops about Accelerated Action Plan-AAP (WASH Plus Nutrition) for Local Government Department, Govt of Sindh- Member AAP Sindh
  - Public Private Partnership Initiatives at Plan International & LG-GoS
  - Procurement of WASH supplies under government SEPR Rules & Regulations
  - Facilitated Resource Mobilization Activities with Local Government & Planning Dept, Govt of Sindh
  - Advisor Provincial WASH Steering Committee (Donors & Govt.)
  - Developed M&E frame/logframe for Plan & Government activities in WASH plus Nutrition sector
  - Developed Health Education Material for Schools/Municipal Services of Sindh
  - Implementation of Health Education Plan in 2400 Boys/Girls schools of Sindh
  - Provision of education material and training of Master Trainers in Schools for Disables
  - Developed liaison between Government line departments, Plan Intl & communities
  - Formation & Capacity Building of communities for Flood/Emergency Relief & Rehabilitation
  - To conduct KPR, Baseline about WASH & Community needs at UC, Tehsil & District level
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**Senior Development Consultant**  
**The Change Consulting Services**

**August 2012-December 2015**

**Key Consultancy Assignments:**

- Training of Trainers of Sindh Government/Local Government Department about *Sustainable Development Goals*
- Policy dialogue about Social Inclusion/climate change with govt, CSOs & donors
- Training of communities, government population welfare officials about Population & Planning
- Development of Social Media & Communication Strategy for NGOs
- Development of Public Private Partnership framework for Population Welfare Department, Govt of Sindh/Palladium International/USAID assignment
- **Design of manuals & training on Gender Based Violence**
- Issues of malnutrition in Sindh (Consultancy assignment by EU/PINS-1)
- Tax, Privatization & Right to Education (Consultancy assignment by ActionAid International)

- Consultant for Accelerated Action Plan, WASH Plus Nutrition, Government of Sindh (Consultancy assignment of Plan International & Local Government Department, Govt of Sindh)
  - Resource Mobilization for CSOs
  - **Natural Resource Management-Trainings of CSOs & Government Institutions**
  - Facilitation of MDGs Trainings/Workshop/Conferences
  - Projects Management/Institutional Development assignments for CSOs
  - Development of donors relationship policies for Institutions/Educational Development & Capacity Building
  - Conducted KAP survey/Nutrition survey of Alifailan/British Charity in District Thatta, Sindh
  - Conducted CSR case studies in Sindh, Pakistan (Different Donor assignments)
  - Alternate Energy Sources (Solar & Biogas), (Assignment by Sahetmand Sindh Organization)
  - Advising multinational companies about CSR/Framing laws & conducting CSR surveys/community impact
  - Setting of CSR goals of organisations/projects/CSR portfolio
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**Manager Field Operations/Provincial Coordinator, Sindh**  
**United Nations Development Program Pakistan (UNDP)**  
**(DFID-UNDP-USAID-GIZ, EU funded local governance projects)**

**Aug 2006-July 2012**

**Key Responsibilities**

- **General Management & Field Operations of UNDP in Sindh**
- **HR Policies Development**
- Project Management
- **Development of Livelihood Projects for CSOs**
- Monitoring & Evaluation of community development & donors projects
- Formation & Capacity Building of Local Councils Association (LCAS) of Sindh
- **Resource Mobilization for locally developed institutions/civil society organizations & LCAS Sindh**
- Advocacy/Social Dialogue about the local Governance issues & their solutions
- Support/Policy Development/Facilitation of Sindh Govt Depts. For Millennium Development Goals (MDGs)
- Social Mobilization about Family Planning through Citizens Engagement
- **Development of Social Inclusion policies & programs for implementation**
- Support & Facilitate local governance laws for LG & Rural Development Department
- Develop liaison between all provincial government departments and District, Tehsil level tiers & donors
- **Gender mainstreaming-issues & response (Training of communities)**
- Proposal writing for donors local initiatives (Citizen Community Boards)
- Management of Donors FACER Project activities in Sindh/Rehabilitation of Health/Education Schemes after floods 2010/2011
- CSR Initiatives for local CSOs/CBNGOs/CCBs
- UNDP-Donors Group Lead CSR in Sindh, Pakistan
- Formation & Training of Community Based Organizations
- Capacity Building of Bar Councils & Press Clubs for community peace building & arbitration initiatives
- Project Monitoring & Evaluation/Logframe development of all project components

**National Project Manager Livelihood/CSR**  
**United Nations Development Program (UNDP)**

**August 2004-July 2006**

**Key Responsibilities:**

- Project Management
- **General Management & Field Operations**
- **HR Policies Development & Capacity Building**
- Community formation & Capacity building surrounding WASH plus nutrition activities
- **Resource Mobilization for livelihood projects for community organizations**
- Assessment of Nutrition facilities/vulnerability in rural areas (Social Inclusion Strategy)



- Infrastructure development for sustainability of nutrition in remote areas
- Monitoring & Evaluation of Donor Funding/Grants
- **Gender Equilibrium (Design of manuals & Training) in food security related initiatives**
- Monitoring of the Programme for Improved Nutrition activities
- Development of Nutrition/livelihood-related policy/strategy development, coordination, implementation, adaptive research, data collection/analysis and communication
- Behavior change communication strategy for nutrition & livelihood activities
- Child care, water and sanitation and feeding practices (nutrition-specific)
- Monitoring of grant & financial management
- **Community awareness of Social Inclusion/Nutrition sensitive aspect & visibility**
- Conduction of Nutrition sensitive and or Nutrition specific survey and related data collection & analysis

**General Manager Rural Support Program (RSPs-SRSO Sindh)**  
**Sindh Rural Support Organization (SRSO)**

**July 2002-July 2004**

**Key Responsibilities:**

- **General Management & Field Operations of Organization**
  - **HR Policies Development, Hiring**
  - **Capacity Building of Human Resource**
  - **Development of Manual of Operations for Organization**
  - Project Management
  - Formation & Training of Communities
  - Provision of micro credit to communities
  - Monitoring & Evaluation of Donor Grants/Funding of projects
  - Local institutional development
  - Data collection/analysis of vulnerable malnutrition communities/children in schools
  - Formation of community organizations & training
  - Ensure involvement of communities in decision making at all levels
  - Monitoring & Evaluation of WASH/Nutrition related activities in Sindh
  - Development of Liaison between donors, Govt of Sindh & communities
  - Involvement of communities in school nutrition programs and livelihood activities in Sindh
  - Capacity building of communities on food security issues
  - Institutional development of SRSO Organization
  - **Policy development on Gender equality**
  - Research on poverty, social inclusion, community development related issues and Submitted reports/proposals to relevant funding agencies like PPAF, UNDP, WFP, DFID and other local donors.
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**Project Advisor**  
**United Nations Development Program Pakistan (Balochistan)**  
**(Livelihood/Nutrition/CCBs Schemes/Devolution of Powers)**

**June 2000-June 2002**

- Support to Devolution Reforms in Balochistan
- Empowerment of local communities of Balochistan through community formation & trainings
- Involvement of donors (EU, DFID) in decentralization of Powers
- Training of CSOs, government line departments and other relevant donors on devolution reforms
- Developed community development proposals for funding organizations Provided micro credit and physical infrastructure schemes.
- **Policy development on reproductive health & community mobilization**
- Monitoring & Evaluation of Donor funding programs
- Initiation of school nutrition program in rural areas/schools of Balochistan
- Conducted research on social inclusion issues, community development issues, livelihood, nutrition, safe drinking water and worked on solution of issues with the help of local donors.
- Survey about food security issues

- Conducted social audit of Public Service Delivery in Balochistan
  - Development of QPR/APR & Research reports for submission to relevant stakeholders
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### **Community Coordinator/Specialist**

**The Aga Khan University, Pakistan (Aga Khan Development Network-AKDN)  
(AKDN – World Bank – AKU funded projects)**

**May 1998-May 2000**

- Improvement of family health through Community Participation
  - **Policy development about reproductive health/community mobilization**
  - Social Behavior Change/Social Mobilization of communities
  - Facilitation of School Nutrition Program Sindh
  - Policy Development of Health Systems Management.
  - Facilitated Nutrition related School Nutrition Program (First time implemented in Pakistan) in Sindh & other parts of Pakistan.
  - Conducted research on community development, nutrition, livelihood and health issues & involvement of donors funding at the local level.
  - Developed liaison development with Government Health Departments at the district and provincial level.
  - Community involvement in health systems ensured at BHU level.
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### **Rural Development Engineer**

**August 1994-April 1998**

**The Aga Khan Building & Planning Services for Pakistan  
AKDN Funded Projects**

#### **Key Responsibilities:**

- Provision of low cost housing
  - Work on livelihood and improvement of living environment
  - Provision of low cost Water & Sanitation to communities
  - Work on Health & Hygiene issues
  - Formation of community organizations and training
  - Develop liaison between COs, Donors and Government line departments.
  - Conduction of research on low cost housing, nutrition in schools
  - Worked on Schools improvement programs, provision of nutrition facilities and assess environmental and nutritional standards of the rural schools in Sindh
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### **Freelance Assignments**

- Assessment of M&E Systems of PINS-Nutrition Project of AAP, Sindh (Consultancy by EU)
- Delivered guest lectures (Visiting Faculty) about Poverty Alleviation, Donors Participation/Engagement in Projects, Microfinance, Institutional Development/CPIs at International & National Universities/Development Forums (Global Microfinance Forum, SZABIST Dubai, International University Abu Dhabi, AIT-CSR Thailand & Malaysia)
- *Assessment of Natural Resources Management projects in Sindh*
- *Developed Proposals of Vocational Training for SZABIST-ZABTech, GIZ & other Universities/donors & NGOs*
- *Facilitation of Project Management Trainings for Civil Society, Government & Private Companies*
- *Development of log frame of economic and social/Educational development activities (Aga Khan Economic Planning Board)*
- Training of Trainers-PCOM-UNDP & USAID systems & regulations
- Urban development Issues/Policy of water & Sanitation in Shanti areas of Karachi, Sindh
- Input in policy development regarding Water, Sanitation, WASH at LG Department, GoS
- Health System Communication Policy Development (WASH Issues) with Local Government Department, GoS
- *Training of Master Trainers for Vocational Training (Pool at Sindh Provincial level)*
- Monitoring, Research & Evaluation of UNICEF/ISRD Child labor Project Sindh
- Development of CSR policy for CSOs in District Thatta and Badin Sindh
- Evaluation of flood project activities in Sindh & Balochistan

- Development of Logframe for Local and National NGOs
- Worked on a freelance Development Consultancy-Water-Sanitation & Health & Hygiene Promotion/Communication & updation of curriculum development for Municipal Services- INGOs/Donors & Local Government Department, Govt. of Sindh

## Documentaries/Citation

- Write & Produced documentaries on Disaster Management & Community Response, Flood Relief & Responses of Donor Community, Low Cost Housing, Water & Sanitation/Local Governance & Socio-Economic Issues, Health & Hygiene Issues/Gender Balance & Effectiveness of the Local Government System/Citizen Community Boards & Village & Neighborhood Councils
- Citation from different Universities/Publications about my community based research and social audit experience

## Publications/International/National Conferences

- Attended the International Conference on “Corporate Social Responsibility” and presented research paper on “Community Impact in CSR”. Conference was organized by CSR Asia Headquarters at Malaysia- November 2009
- Attended the International Conference on “Slavery- Issues and Responses in 21st Century” and presented research paper on “Peasant Slavery in South East Asia”. Conference organized by the WISE Institution of University of Hull, London (November 23-24, 2006).
- Attended the International Conference on “Accountability Through Participation/Social Behavior & Change” and presented research paper on “Accountability of Public Sector (Health Systems)”. Paper was published in International Journal of the University of Sussex, Brighton, London. Conference organized by the Institute of Development Studies, University of Sussex, Brighton, London (October 4-15, 1999).
- Attended Conference on Microfinance for disabled persons, organized by the World Bank and RSPN Islamabad.
- Attended two days national conference on “Social Audit of Service Delivery” organized by UNDP-DTCE
- Attended two days International conference on Gender Issues-Addressing basic problems (AKU-GEP-UNDP)
- My research papers have been published in IDS journal, University of Hull journal, CSR-Asia journal and other monograph/magazines.
- Presented research papers on Microfinance-Issues & Responses at Al-Huda/AKHUWAT conferences held in Dubai (2013, 2014, 2015, 2019), Istanbul-Turkey (2017)
- My book on “Social Entrepreneurship in Sindh, Pakistan” has been launched by the Pakistan Poverty Alleviation Fund, Islamabad on 27th March 2014 at Islamabad.

## My Research/Articles websites

[https://www.google.com/search?q=aijaz+ali+khuwaja&rlz=1C1CHBD\\_enPK887PK887&oq=Aijaz+Ali+Khuwaja&aqs=chrome.0.0j69i59l3j69i60l3.7233j0j7&sourceid=chrome&ie=UTF-8](https://www.google.com/search?q=aijaz+ali+khuwaja&rlz=1C1CHBD_enPK887PK887&oq=Aijaz+Ali+Khuwaja&aqs=chrome.0.0j69i59l3j69i60l3.7233j0j7&sourceid=chrome&ie=UTF-8)

### Involvement of Community in Health Systems Management:

<https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1759-5436.2000.mp31001008.x>

Academia Edu Site (Research Papers) (Google Search Aijaz Ali Khuwaja)

<https://www.academia.edu/people/search?utf8=%E2%9C%93&q=Aijaz+Ali+Khuwaja>